



2022 - 2028 STRATEGIC PLAN

Adopted April 21, 2022

“Walk with purpose, collide with destiny” - Patrice Berry

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Our History

NAMA was founded in 1997 with a vision to gather New England's diverse fishery stakeholders together to design a new approach to managing fisheries. This vision centered around empowering local fishermen and coastal communities, working effectively with government agencies and environmental groups, and identifying solutions to the ocean's ecological challenges without losing the fishing culture and communities in the process. Today, we are a North American organization, fishermen-led, with a mission to build a broad movement toward healthy fisheries and fishing communities.

Our Mission

NAMA is a fishermen-led alliance building a broad movement for healthy oceans and thriving fishing communities

Our Vision

A powerful network of community-based fishermen, crew, fishworkers, and their allies that are organized effectively toward a future where:

- Marine ecosystems are protected from industrialization, privatization, corporate takeover, and over-exploitation.
- Vibrant and viable fishing communities are thriving and supporting community-based fishermen.
- Scale of fishing operations, and the gears used to fish – both commercial and recreational – match the scales of the ecosystems within which fishing occurs.
- Fishermen are economically empowered as the compensation for their catch is meeting their true cost of operations.
- Fishworkers along the seafood value chain and crew are paid fairly, have safe working conditions free of threats, racism and intimidation, and have a voice in the workplace.
- Diversity of species that reflect fishermen's true catch is moving into local and regional food systems first.
- Transparent, participatory, and localized decision-making processes are in place to govern and manage fisheries.
- Scientific research genuinely includes community-based fishermen.
- People of all races, incomes, cultural backgrounds, and ethnicities can afford food from the ocean.

Our Values

Trust: Moving at the speed of trust builds deep and trusting relationships with community based fisherman, crew, fishworkers and allies.

Community Led: Small and medium scale community-based fishermen bring high value to marine ecosystems, coastal communities, working waterfronts, local and regional economies, and our food systems and must be the leading voice at the core of our movement.

Dignity for All People: Marginalization of any peoples is rooted in a long history of racism, exclusion, and oppression. The wisdom of Black, Indigenous, Latinx, and other people of color, women, LGBTQI+, and immigrants is integral to a just and sustainable seafood system.

Economic Empowerment: All those in our seafood value chain and fishing communities must be in control of the price they are paid, be paid fair wages, and afforded lives with dignity.

Human and Environmental Issues are One: Sustainability measures must include the inexcusable damage of modern day slavery, loss of fishing traditions, and inequitable food access.

Equitable Access and Fair Markets: Market strategies must not threaten the continued survival of small and medium-scale community-based fishermen, and equitable access to seafood.

(Sea)Food Sovereignty: All people should have the right to healthy, culturally appropriate foods that are produced and procured through ecologically sound and sustainable methods. Food providers, distributors, and eaters, not markets and multi-national corporations, are central to healthy systems. (Adapted from Declaration of Nyéléni, the first global forum on food sovereignty, Mali, 2007)

SWOT Analysis

<u>Strengths</u>	<u>Weaknesses</u>
<ul style="list-style-type: none">● Trusting relationships with a wide, diverse range of values-aligned collaborators.● Expanded and more diverse staff of talented organizers● National network of fishing community and advocates● National leader around the following issues:<ul style="list-style-type: none">○ Fisheries/ocean privatization○ Fisheries and racial equity○ Fisheries and Institutional relationships○ Fisheries and family farm relationships● Recognized as a values-based organization● Sufficiently funded to meet our minimum needs● Momentum generated by Local Catch Network to be the go-to network for supporting values-aligned seafood businesses.● International connectivity and membership to the World Forum of Fisher Peoples● Expanding relationships to Black and Indigenous communities.	<ul style="list-style-type: none">● We are short staffed to do what we envision for the next five years.● The policies we seek to change require more power and political influence than we currently are able to leverage.● We are not systematically tracking the fruits of our connections and collaborations made throughout the FLC network● Lack of clarity about the FLC's future and function● The Board's skills and passion are underutilized● Language needs, staff roles, new leadership, and increased travel distance that comes with our new name and geographic reach● Understanding our audience from a communications perspective.● Communicating our programming and impact to our various audiences.● Effectively sharing the wide range of community relationships between staff members.● Our heavy reliance on 'moving at the speed of trust' can at times hinder our ability to move more quickly when it is necessary.

Opportunities

- Growing fight against industrial aquaculture work is gaining steam
- Re-regionalized/re-localized policies that emerged from COVID
- Young leaders ready to take the lead and be the face and voice of this movement
- Increased funders' interest in our work
- Indigenous communities are seeking partnerships as they see our approach honoring their traditions and food ways
- Blue Commons counter narrative is growing (links directly to Ending Corporate Control)
- More fishing people of color are working with us because we acknowledge their marginalization
- Building on our racial equity commitment across our networks
- There is greater awareness of racism and the need for racial justice in the US
- More communities across North America are open to organizing

Threats

- Imminent change in government leadership
- Silver lining lessons and actions that took place during COVID can diminish
- Existing policies continue to lead toward massive consolidation of the fishing industry and concentration of fishing rights in the US and globally
- Co-optation of both the markets and policy agendas
- Our main constituency – small and medium-scale fishermen – are feeling the pinch and many are getting out of the fishing business
- Mainstream environmental organizations still towing the old narrative and causing confusion around our message -- related to this, films with the wrong ideas and wrong messages getting a lot of attention
- Growth of the aquaculture industry (ME for example touting the Blue Economy as a promise for jobs)
- Unstable world conditions can lead to abrupt change beyond our control (COVID, e.g.)

Our Unique Role

We play three unique roles and strengths in our movement; big picture viewing, pollinating, and fortifying. What sets us apart from others are our roles combined with our values and our commitment to being servant leaders of the fishing communities who lead our work.

Our Strategic Filters

- Our work will always be led by community-based fishermen and fishing communities.
- We will only ally ourselves with groups, stakeholders, communities, and movements that share our values, and we will participate in events and opportunities only if we can bring our point of view to the conversation.
- We will not support policies that privatize the ocean or fishing rights.
- To allow us the independence we require to address public policy, we will not take funding from sources that can 1) limit what we can do 2) legitimize policies and strategies we don't agree with, and, 3) shut the door on our ability to organize with family fishermen.
- We will not support factory fishing or factory fish farming.
- We want to build a movement not an empire; to that end, our organization's annual operating budget will not exceed \$1 million.

Our GOALS for 2022-2027

1. **Expand our geographical reach to shift international trade and public policy.** Build a powerful North American movement and power base to be leveraged toward international policy changes and market transformation.
2. **Change public policies toward sustainability.** Halt federal policies that bolster industrial fisheries such as the AQUAA Act and Catch Shares and generate federal policies that uplift community-based fisheries and protect the ocean commons.
3. **Shift seafood value chain policies toward community based and equitable models.** Expand and fortify seafood procurement policies so that millions of dollars of purchasing power shift away from globalized and industrial fisheries.
4. **Ensure organizational effectiveness.** NAMA is a well governed, managed, funded, and developed organization operating in alignment with our commitment to racial justice.

Our Key Program Areas and Desired Outcomes

No single program area can achieve any outcome alone. However, taken together, we believe the following areas will collectively achieve our 2022-2027 desired outcomes:

A. North American Alliance.

a. Desired Outcomes:

- i. Language services: our materials are translated into the languages reflecting the communities we work with most
- ii. Regional organizers are in place
- iii. New NAMA board members reflect Indigenous communities and geographic diversity
- iv. The World Forum of Fisher People is empowered to effectively intervene at the United Nations

B. Movement Building.

a. Desired Outcomes:

- i. **Fish Locally Collaborative.** A more detailed purpose-outcome-process (POP) for this program area can be found [here](#).
 1. Desired Outcome:
 - a. A new chapter with a clear role within the broader movement.
 - b. Effective teams leading areas of shared interest/concern amongst the FLC
 - c. NAMA is an effective backbone supporting the FLC
- ii. **Local Catch Network.** A more detailed POP for this program area can be found [here](#).
 1. Desired Outcomes:
 - a. LCN is a robust network that is leveraging buying power toward policy change.
 - b. Fully empowered Executive Committee leadership
 - c. Bi-annual national gatherings
 - d. Network members are trained to create and maintain viable values-based seafood business
 - e. NAMA is an effective backbone supporting the LCN and ensuring it continues to be driven by core values
 - f. As a result of LCN, there is a measurable impact in the amount of local catch entering the marketplace

Our Key Program Areas and Desired Outcomes - Cont'd

iii. **Slow Fish Network.** A more detailed POP for this program area can be found [here](#).

1. Desired Outcomes:

- a. Slow Fish structure is strengthened through a formalized steering committee and strong leadership.
- b. Slow Fish's values are more clear and there are mechanisms in place to prevent co-optation and to hold accountability.
- c. Slow Fish is becoming more autonomous and FLC leaders are stepping in.
- d. Slow Fish audience has directly weighed in on the AQUAA Act and Fish Bill opportunities, and others as they arise.
- e. Slow Fish's audiences (chefs and foodie leaders) are connected to Local Catch businesses and uplifting them as positive examples of good clean and fair.
- f. Voices, leadership, and stories of fishing community folks in our network have been uplifted with special attention paid to indigenous leadership, people of color, young fish harvesters, women, fish workers, and crew.

iv. **Broad Network Building.** A more detailed POP for this program area can be found [here](#).

1. Desired Outcomes:

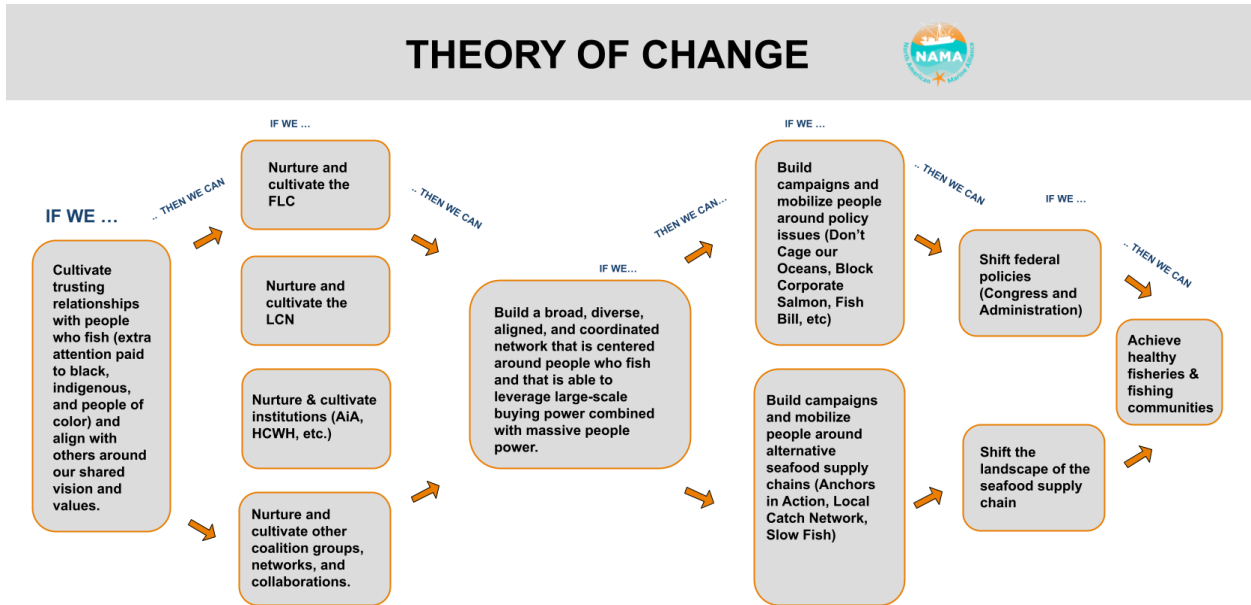
- a. Become the go-to organization for advice around ocean conservation and seafood values and criteria
- b. The narrative that lifts up small and medium scale fishing communities and values-based fishing business and exposes the industrial scale model's negative social, ecological, economic, and food system impacts is embraced by progressive and justice oriented networks, coalitions, and movements
- c. Build a broader movement and synergy
- d. Leverage the power of the cross-sector movement toward the policy and market transformations we seek
- e. Develop new cross sector leadership

Our Key Program Areas and Desired Outcomes - Cont'd

- C. **Institutional Purchasing Policies.** NAMA will build upon existing relationships and collaborative efforts such as Anchors in Action and Real Meals Campaign that leverage seafood buying power to shift markets, elevate our values, deepen our commitment to racial equity, and impact policy. Here's a more detailed POP for this program area.
 - a. **Desired Outcomes:**
 - i. Transform the seafood markets so that more of the values-based seafood is in the marketplace, with a focus on strategic institutional purchasers
 - ii. As an active participant in working groups, we have shaped institutional seafood purchasing criteria
 - iii. Connect our network leadership to institutions when appropriate
 - iv. Leverage the buying power of these markets to co-advocate for our seafood purchasing as well as federal policy change.
- D. **Congressional and Federal Action**
 - a. **Desired Outcomes:**
 - i. Organize our networks and leverage the power of our cross sector movement building to:
 - 1. Include our objectives in the Fish Bill (detailed [POP](#))
 - 2. Defeat the AQUAA Act ([detailed POP](#))
 - ii. Effective advocacy and policy analysis
 - iii. Fishing communities in our networks are the key voices heard by Congress and step into leadership opportunities
 - iv. Identify and pursue unconventional federal policy change (i.e. Farm Bill) to halt industrial fisheries and support bold, community-based models
- E. **Organizational effectiveness**
 - a. **Desired Outcomes:**
 - i. **Governance.** Expand board leadership to reflect Indigenous, Black, Latinx, and other fishing communities of color. Identify board strengths and tap into them more effectively.
 - ii. **Fundraising and Development.** Incrementally increase and diversify our funding base to ensure we meet our minimum budgetary requirements as well as provide support for fishermen and our strategic allies and partners as necessary.
 - iii. **Organizational Leadership.** Develop an organizational succession plan that prepares the next generation for taking leadership roles as well as strengthen the skills and confidence of staff in whatever role is right for them at this point in their growth.

Our Theory of Change

[Link to image](#)



Definitions

Purpose answers the question why.

Outcome speaks to what – the vision of what success will look and feel like when we “arrive.”

Process speaks to how – the specific steps involved in getting there.

Vision is a picture of success in the future--what we are working to bring about that others’ may not yet see.

Mission statement is a written declaration of our core purpose and focus that doesn’t change over time.

Values are our foundational beliefs--what we stand for

Strategic filters are non-negotiable criteria about what we will and will not do in the future.

Theory of change articulates our understanding about the problem we exist to address and our assumptions about what we believe is needed in order to create solutions.

SWOT analysis allows us to see ourselves in the context of what is currently happening around us-- both internally (Strengths and Weaknesses) and externally (Opportunities and Threats)

Goals are broad strategic directions that we take in the pursuit of our mission and purpose.

Tactics are strategic steps we take in the process of our work - it’s our To-Do list.

Privatization is the act of transforming fishing access rights and the ocean itself into monetary, private property assets, which allows for the purchase of permits and quotas to consolidate upward to the most affluent, and often far removed corporations, and commodification of the ocean through leases for mining, extraction, and construction known to have adverse impact on the ocean ecosystems. The ocean and its resources should be held in a public trust for current and future generations and not privatized. Nor should policies be designed to further consolidate fisheries access into fewer hands. Fair access to the ocean commons is supported by purchasing seafood from community based fishermen and by advocating for better policy that protect and promote, independent, owner operators.

Community-Based fishermen live and work in the communities where they fish. They are typically independent, owner-operators and the bulk of the boat's earned income circulates within close range of the community. This contrasts with fishing operations that extract money and resources from coastal communities and circulate them elsewhere, often carried out by large corporations or investors without community ties. Community-based fishermen operate small and medium scale boats that match the scale of the ecosystems where they fish. They are ecological experts attuned to the nuances of ocean rhythms, fish migration patterns, and spawning habitat. Community-based fishermen are part of the social fabric that builds identity and culture within a community. The term community-based also reminds us that what is possible in one region may not necessarily be possible in another due to differences in marine ecosystems, infrastructure, community interest, and more.

NAMA Board Meeting
April 21, 2022
1:00-4:00 EST

17 people

Purpose

- To move forward our refreshed strategic plan

Desired Outcomes

- Shared understanding of the components of the refreshed strategic plan
- Board feedback on proposed refreshed plan
- NAMA board and staff have a chance to connect

Agenda

- Opening
 - POP for today
 - Meeting Guidelines
 - Introductions:
 - Your name
 - how you spend your time
 - a song that transports you, or reminds you, of something oceanic
- What's Cooking with Board Members?
 - Board members give a 1-3 minute headline update from the past year
- NAMA updates (10)
- "Guiding Ideas"
 - Read Mission, Vision
 - Small Group
 - What do you love, what stands out
 - Values, Strategy filter, our unique role
 - Small Group
 - What's inspiring, what makes you proud to be part of NAMA
- Review Goals (Niaz introduce and answer questions)
- Key Programmatic Areas and Desired Outcomes (Brett)
 - Brett introduce
 - Small Groups
 - Are there any questions or concerns or things we should be sure to attend to?
 - Whole Group
 - Questions and Discussion
- Board approval or next steps
- Next Steps and Closing
 - August 7

